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Committee  
DD/SAT# 5112-71

18 OCT 1977

MEMORANDUM FOR: Executive Advisory Group Members  
SUBJECT : Minutes of the 13 October 1977 Executive  
Advisory Group Meeting (U)

1. (U/AIUO) The Executive Advisory Group (EAG) met on 13 October 1977 to discuss employee grievance trends and procedures, at the suggestion of Mr. Waller, the Inspector General (IG).

2. (U/AIUO) Mr. Waller said that [redacted] outlines the procedure: If satisfactory resolution of an employee's grievance is not reached within his own component, he may ask for review by the Director of Personnel, and, if still dissatisfied, may appeal to the DCI through the IG. The primary responsibility, he emphasized, lies with first-line supervisors. During the past three years, the number of grievances reaching the IG level has doubled. These seem to have become more vindictive in spirit. A perception persists on the part of employees, moreover, that the procedure itself is faulty. Of the grievances received by the IG, about 46 percent concern employees' careers (their fitness reports, promotion problems, assignment problems), 24 percent concern policy problems (regarding such things as marriage and retirement), and 29 percent concern administrative claims for reimbursement. As one would expect, many grievances are justified; others are not. The best measure of a successful grievance procedure is not "who wins" in most cases, but the degree of satisfaction achieved. About 37 percent of the grievances have been satisfied (including 49 percent within the career category, where the Agency is not so bound by laws and regulations). To help improve the situation, Mr. Waller said he intends to increase his grievance staff to 9-10 qualified people.

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3. (U/AIUO) During the discussion, Mr. Ware pointed out that the Agency's EEO system has had much the same experience. The important thing, he agreed, was the exercise of leadership throughout the chain of command. Not only must the system be good; people must be convinced it is good. Mr. Wells suggested that the IG make certain that employees are informed of the ultimate disposition of complaints (as well as grievances), insofar as possible.

4. (U/AIUO) Mr. Blake encouraged EAG members to make mention of this EAG session in their staff meetings, to emphasize management's concern with the matter.

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[Redacted]  
✓ James H. Taylor  
Secretary  
Executive Advisory Group

cc: Mr. Waller